STEP 3: GAP ANALYSIS

Gap analysis is the process of comparing the workforce supply analysis to the workforce demand analysis to identify the differences or "gaps" and surpluses in staffing levels and skill sets or competencies needed for the future. The supply analysis identifies what resources currently are available within the agency. The demand analysis determines what resources will be required in the future. The process of reconciling the differences between your supply and demand establishes the roadmap for action plans that need to be considered for development and implementation.

- A **gap** (projected supply less than forecasted demand) indicates a future shortage of needed employees.
- A **surplus** (projected supply greater than forecasted demand) indicates future excess that may require action.

  As you begin looking at your gaps, it may be helpful for you to address some key questions to identify your own unique situation and the challenges associated with the changing demographics of your workforce.

WHICH EMPLOYEES ARE LIKELY TO RETIRE IN THE NEXT FIVE YEARS?

- How many of these individuals are key leaders/managers?
- How many of these individuals have specialized technical knowledge?
- How many of these individuals are in mission-critical and key positions?
- How many of these individuals have critical institutional knowledge and skills?
- What does your recent history say about your ability to recruit for these jobs?
- What is your turnover rate for key positions and positions that are difficult to fill?

HOW WILL YOUR WORKFORCE BE DIFFERENT IN FIVE YEARS?

- Which generations will still be working? Which will be retiring? Which will be coming into the workforce? What are the characteristics of each of these generations?
- How will the racial and ethnic backgrounds differ from today?
- How will educational backgrounds be different?
- Will future employees require different competencies?